

Financial Management Services

STRATEGIC PLAN

FY 2005 - 2009

January, 2005

Introduction

This booklet contains the Financial Management Services Strategic Plan for the fiscal years 2005 to 2009. It contains the FMS Vision, Mission, Description, Priorities, and Values, followed by Goals and Objectives. Attached as exhibits for each Goal are Action Plans for most of the Objectives. Some Objectives describe the actions to be taken and therefore do not have separate Action Plans. Older Objectives have Action Plans in place and these are not included.

Measurements are usually described in each Objective, but specifics about sources, recording, and any necessary calculations are contained in Performance Measure Summary [Definition] forms kept in Excel files to support the FMS Performance Measure charts.

Some Objectives are considered as Yes/No measures, that is, rather than measure or indicate quantities or dollars, their measure would be the completion of the Objective. As such, reporting on the status of these Objectives will take the form of progress reports toward achievement of completion.

FINANCIAL MANAGEMENT SERVICES

FY 2005 – 2009 Strategic Plan

Vision Statement:

Financial Management Services is recognized as a premier financial organization by our employees, customers and stakeholders.

Mission:

To advance ADOT's mission by providing integrated financial and business services and funding opportunities that meet or exceed the requirements of ADOT, its external customers and stakeholders.

Organizational Description:

Financial Management Services [FMS] provides comprehensive professional financial planning, training and business support services including accounting and fiscal management, payroll and travel services, risk management, resource administration and finance program management.

Central to FMS is management of the Department's accounting and purchasing systems (ADVANTAGE/EPS), which are the core financial systems within ADOT. Additionally, to assist in both short-term and long-term planning, FMS operates a number of significant business support tools, including computerized models for revenue forecasting, cash management and bond optimization.

Internally, every employee of the Department is a customer of FMS. Externally, the FMS customer base is broad, and includes the citizens of Arizona, all branches of state government, the business community, and federal and local governments.

Priorities

- Ensure the financial stability of ADOT.
- Ensure its books and records fairly reflect the operations of ADOT.
- Maintain adequate financial internal controls over the organization.
- Ensure that financial transactions meet all legal requirements.

Values:

- FMS recognizes the importance of its employees and supports ADOT's Values of: Integrity, Respect, Accountability, Customer Service, Safety, Partnership, Teamwork, Excellence, Communication, Empowerment, and Leadership.

Goals:

The Financial Management services Goals are the same as those of ADOT:

1. *Improve the movement of people and products throughout the state*
2. *Increase the quality, timeliness and cost effectiveness of our products and services*
3. *Develop and retain a competitively paid, high performing, successful workforce*
4. *Optimize the use of all resources*
5. *Enlist the public and political support necessary to meet Arizona's transportation needs*

GOAL #1
Improve the movement of people and products throughout
Arizona

Objective:

[1] Advance at least one major public/private partnership initiative to fund construction of at least one major project by FY 2007

Responsible party: John McGee

Measurement: Yes/No

Action Plan

Organization: FMS

Owner: John McGee

Date: 10/8/04

| Goal: #1 Improve the movement of people and products throughout the state. | | | |
|--|---------------------|-----------------------|------------------|
| Objective: [1] Advance at least one major Public/Private Partnership Initiative to fund construction of at least one major project by FY2007. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Identify potential projects. | McGee | June 30, 2005 | |
| 2. Identify potential financial mechanisms. | McGee | Dec. 31, 2005 | |
| 3. Identify potential partners. | McGee | June 30, 2006 | |
| 4. Have initiative in place. | McGee | Dec. 31, 2006 | |

GOAL #2

Increase the quality, timeliness and cost effectiveness of our products and services

Objectives:

[1] Develop and implement a process improvement plan for travel expense reimbursement by June 30, 2005.

Responsible Party: Craig Rudolphy

Measure: Yes/No

[2] Develop and implement a program designed to have 95% of all employees on direct deposit or payroll card by January 1, 2006.

Responsible Party: Craig Rudolphy

Measure: Percent vs time, listing 95% as the target

[3] Develop an investor information site within the FMS website by December 31, 2005.

Responsible party: John Fink

Measure: Yes/No

[4] Develop and implement additional computer-based systems training program(s) by 2009.

Responsible Parties: Elizabeth Dube & Craig Rudolphy

Measure: Yes/No

[5] Develop and implement a plan for enhanced financial systems phone support by December 31, 2005.

Responsible Party: Elizabeth Dube

Measure: Yes/No

[6] Develop and implement a plan to reduce the use of PODs, and increase the use of purchasing cards by June 30, 2006.

Responsible Party: Craig Rudolphy

Measure: Compare percentage of POD transactions vs purchase card transactions over time

[7] Complete the automation of the Project Master [PM] Form by December 31, 2004.

Responsible Party: Craig Rudolphy

Measure: Yes/No

[8] Complete the pilot of a bar code system for Fixed Assets inventory by June 30, 2005.

Responsible Party: Craig Rudolphy

Measure: Yes/No

[9] Complete the documentation of the Project Life Cycle Process by December 31, 2004.

Responsible Party: Craig Rudolphy

Measure: Yes/No

[10] Develop a plan to eliminate backlogs of federal and nonfederal final vouchers by December 31, 2004.

Responsible Party: Craig Rudolphy

Measure: Yes/No for the Plan, then measure status of

[11] Work with ITG to complete the installation, training and use of the new Program Budget Analysis monitoring system by June 30, 2005.

Responsible Party: John Fink

Measure: Yes/No

Action Plan

Organization: Employee Services

Owner: Wascher

Date: 8/26/04

| Goal: #2 Increase the quality timeliness and cost effectiveness of our products and services.. | | | |
|--|--|-----------------------|------------------|
| Objective: [1] Develop and implement a process improvement plan for travel expense reimbursement by June 30, 2005 | | | |
| Strategy: Educate employees involved with travel expense reimbursement in order to aid in expediting the process. Meet with GAO to request revisions in existing State travel policy. | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| (1) Discuss with individuals in Employee Services – How can we improve the travel expense reimbursement process. | Diane Wascher, Bill North, Wendy Huber, Pam Dominguez, Debra Knoll, and Liz Brewer | 9/22/04 | None |
| (2) Formalize list of suggestions to improve the process. | Diane Wascher | 10/20/04 | None |
| (3) Review formalized list of suggestions with Theresa Simms, Craig Rudolphy and John McGee. | Diane Wascher, Bill North, Wendy Huber, Pam Dominguez, Debra Knoll, Liz Brewer | 11/17/04 | None |
| (4) Meet with GAO to discuss suggestions to improve the travel expense reimbursement process. Give GAO a list of prepared revisions to the travel policy that we would like. | Craig Rudolphy, Theresa Simms, Diane Wascher, Bill North | 2/23/05 | None |
| (5) Prepare material for out-of-state travel class. Plan to review travel policy, complete a travel voucher, and review common errors. | Craig Rudolphy, Theresa Simms, Diane Wascher, Bill North | 2/15/05 | |
| (6) Revise ADOT travel policy | Craig Rudolphy, Theresa Simms, Diane Wascher, Bill North | 3/30/05 | |
| (7) Communicate changes to all employees. Conduct training classes | Diane Wascher, Bill North | 6/30/05 | |

Action Plan

Organization: Employee Services

Owner: D. Wascher

Date: 8/30/04

| Goal. #2 Increase the quality, timeliness and cost effectiveness of our products and services. | | | |
|---|---|-----------------------|------------------|
| Objective: [2] Increase the percentage of employees with direct deposit or payroll card to be 95% or better | | | |
| Strategy: Develop and implement a program designed to have 95% of all employees on direct deposit or payroll card by January 1, 2006. | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| (1) Discuss with individuals in Employee Services – How can we get more employees to use direct deposit or payroll card? | Diane Wascher, Bill North, Wendy Huber, Pam Dominguez, Debra Knoll, Liz Brewer, and Barbara Cerny | 9/22/04 | None |
| (2) Formalize list of suggestions. | Diane Wascher | 10/20/04 | None |
| (3) Review formalized list of suggestions with Theresa Simms and Craig Rudolphy. | Diane Wascher, Bill North, Wendy Huber, Pam Dominguez, Debra Knoll, Liz Brewer, and Barbara Cerny | 11/17/04 | None |
| (4) Prepare a letter stating the benefits of direct deposit. Enclose letter with a direct deposit form in all paychecks of employees that do not have direct deposit. | Diane Wascher, Bill North, Wendy Huber, Pam Dominguez, Debra Knoll, Liz Brewer, and Barbara Cerny | 1/30/05 | |
| (4) Communicate changes to all employees. | Diane Wascher and Bill North | 12/15/04 | None |

Action Plan

Organization: FMS
Owner: John Fink
Date: August 31, 2004

| Goal #2: Increase the quality, timeliness and cost effectiveness of our products and services. | | | |
|---|-------------------------|-----------------------|------------------|
| Objective: [3] Develop an investor information site within the FMS website by December 31, 2005. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Review legal and disclosure issues with ADOT's bond counsel and financial advisor | John Fink | January 2005 | |
| Research other issuer investor information sites | John Fink | March 2005 | |
| Determine materials to include on ADOT site | John Fink | May 2005 | |
| Design, create and test site | John Fink / Val Carrola | October 2005 | |
| Go live with site | John Fink | November 2005 | |

Action Plan

Organization: Financial Management Services

Owner: Elizabeth Dubé / Craig Rudolphy

Date: 08/27/04

| Goal: #2 Increase the quality, timeliness and cost effectiveness of our products and services | | | |
|--|---------------------|-----------------------|------------------|
| Objective: [4] Develop and implement additional computer-based systems training program(s) by 2009 | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Identify appropriate classes for Computer-Based Training (CBT) | Dubé / Rudolphy | 02/28/05 | |
| 2. Assess CBT Development Software | Dubé | 03/15/05 | |
| 3. Purchase CBT Development Software Licenses | Dubé | 04/01/05 | |
| 4. Train staff on CBT Development Software | Dubé | 06/30/05 | |
| 5. Prioritize CBT classes for development and deployment | Dubé / Rudolphy | 04/30/05 | |
| 6. Write business / educational documentation used to develop classes | Rudolphy | 06/30/05 – 6/30/09 | |
| 7. Create, write and develop CBT classes | Dubé | 06/30/05 – 6/30/09 | |
| 8. Approve CBT classes for deployment | Rudolphy | 06/30/05 – 6/30/09 | |

Action Plan

Organization: Financial Management Services

Owner: Elizabeth Dubé

Date: 08/27/04

| Goal: #2 Increase the quality, timeliness and cost effectiveness of our products and services | | | |
|---|---------------------|-----------------------|------------------|
| Objective: [5] Develop and implement a plan for enhanced financial systems phone support by December 31, 2005 | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Identify volume, length and type of calls received | Dubé | 06/30/05 | |
| 2. Assess staff commitments and business support needs | Dubé | 09/15/05 | |
| 3. Balance resources | Dubé | 12/31/05 | |

Action Plan For FMS

Organization: FMS/ Accounts Payable

Owner: Stone

Date: 8/26/04

| Goal: #2 Increase the quality, timeliness and cost effectiveness of our products and services | | | |
|--|---------------------|-----------------------|--|
| Objective: [6] Develop and implement a plan to reduce the use of PODs and increase the use of Purchasing Cards by June 30, 2006 | | | |
| Strategy: Determine which areas write the greatest number of PODs and determine which areas of the Department do not have or effectively use the Purchasing Card | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Determine which areas of the Department write the greatest number of PODs. | Stone | 2/1/05 | SQL |
| 2. Determine other areas of Department not currently using Purchasing Card. | Stone | 2/1/05 | None – will need management assistance |
| 3. Evaluate areas of high POD usage to see if they currently have Purchasing Cards | Stone | 3/1/05 | None |
| 4. Review types of purchases made with PODs to see if they could be paid with Purchasing Card | Stone | 4/1/05 | None |
| 5. Contact areas with high POD usage to get Purchasing Cards distributed. | Stone | 5/1/05 | None |
| 6. Contact other areas without Purchasing cards to implement program. | Stone | 5/1/05 | None |
| 7. Develop chart comparing number of PODs to number of Purchasing Card transactions | Stone | 09/30/04 | None |

Action Plan For FMS

Organization: Project Accounting

Owner: Rojas

Date: 8/27/04

| Goal: #2 Increase the quality, timeliness and cost effectiveness of our products and services | | | |
|---|------------------------|-----------------------|------------------|
| Objective: [7] Complete the automation of Project Master Form by December 31, 2004 | | | |
| Strategy: The automation of the project master form will meet the needs of the Agency and will provide more accuracy and efficiency | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Work with ITG to develop the format and rules on an automated project master form | Arlene, Sheryl, Cheryl | Ongoing by 3/30/05 | None |
| Obtain input from different groups within ADOT to see if new form fits their needs. | Arlene, Sheryl, Cheryl | 11/1/04 | None |
| Train ADOT staff adequately on the new PM process | Arlene, Sheryl, Cheryl | 3/1/05 | None |
| Implementation of automated document | Arlene, Sheryl, Cheryl | 4/1/05 | None |

Action Plan

Organization: Fixed Assets

Owner: Rudolphy/Gromoll

Date: 08/27/2004

| Goal: #2 Increase the quality, timeliness and cost effectiveness of our products and services. | | | |
|--|-------------------------------------|-----------------------|------------------|
| Objective: [8] Complete the pilot of a bar code system for Fixed Assets inventory by June 30, 2005 | | | |
| Strategy: Assess available technology, run a pilot program in 1 or more orgs, review the results and determine, via cost benefit analysis, the feasibility of implementing an agency wide bar code system. | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Obtain funding and develop work plan | ATRC | 08/30/2004 | None |
| Review available technology and literature | ATRC Research Consultant | Ongoing by 9/30/2004 | None |
| Extract and summarize various options including bar code or other technology. Submit final report to TAC. | ATRC Research Consultant | 10/15/2004 | None |
| Review options and make a decision on feasibility of continuation of the study. If no acceptable options available, TAC will instruct researcher to proceed with a final report. | TAC, Fixed Assets | 1/15/05 | None |
| Compile a list of orgs to use as pilots for testing of bar code, or other applications. | Fixed Assets | 1/30/05 | None |
| Discuss project with potential pilot orgs, including the manual procedures in use currently | Fixed Assets, ATRC Researcher | 2/15/05 | None |
| Select pilot orgs and train users in the use of the selected advance technology (s) | Fixed Assets, ATRC Researcher | 2/28/05 | None |
| Implement test scenario including data collection in the pilot orgs | Fixed Assets, ATRC Researcher | 3/21/05 | None |
| Complete testing and interview the pilot org users regarding advantages and disadvantages. | Fixed Assets | 4/15/05 | None |
| Compile and summarize test results including comments from pilot org users | ATRC Researcher | 5/15/2005 | None |
| Prepare and present final report to the TAC summarizing available systems, pilot test | ATRC Researcher | 5/30/2005 | None |

| | | | |
|---|-----|-----------|------|
| results, pilot org comments, cost benefit analysis, and recommendations | | | |
| Review final report and submit recommendations to senior management | TAC | 6/15/2005 | None |

Action Plan For FMS

Organization: Cost Accounting

Owner: Berry

Date: 08/26/04

| <p style="text-align: center;">Goal: #2</p> <p style="text-align: center;">Increase the quality, timeliness and cost effectiveness of our products and services</p> | | | |
|---|---------------------|-----------------------|------------------|
| <p>Objective: [9] Complete the documentation of the Project Life Cycle Process by December 31, 2004.</p> | | | |
| <p>Strategy: Using existing procedures, manuals, ADOT Intranet website information, interviews and previous consultant work process studies, develop a concise overview of the complete life cycle of ADOT projects, including conception, development, funding and budgeting, and construction. Use flowcharts and other documents to provide visual support in this documentation process.</p> | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Research existing information from previous consultant process studies, procedures and web sites. | Emily Berry | 03/31/04 | None |
| Interview responsible individuals in the Intermodal Transportation Division, FMS, Transportation Planning Division and the Public Transportation Division to gather additional information as to responsibilities and processes. | Emily Berry | 5/30/04 | None |
| Write a rough draft of the overview document, summarizing data from the various sources and organizing the information into modules in a logical manner reflecting the chronological progress of the development and execution of the "usual" ADOT project. | Emily Berry | 05/30/04 | None |
| Prepare flow charts using VISIO software to provide better illustration of processes involving project creation and development. Gather report samples, maps, timeline charts, etc. as attachments to each module to illustrate specific points in | Emily Berry | 6/15/04 | None |

| | | | |
|---|--|---------------------|------|
| the narrative. | | | |
| Submit rough draft for review to Cost Accounting Administrator and Comptroller for review. | Sheryl Bodmer, Craig Rudolphy | 06/30/04 | None |
| Revise draft as requested by management. | Emily Berry | 7/15/04 and ongoing | None |
| Submit revised rough draft to key knowledgeable individuals in each area of responsibility for review and suggestions for improvement. | Emily Berry | 7/30/04 | None |
| Revise draft as needed following specific suggestions or corrections from responsible individuals in TPD, ITD, FMS and PTD. | Emily Berry | 8/22/04 | None |
| Insert all attachments into original word document and provide electronic copy of file to larger group of the management team of ADOT for review. | Emily Berry | 10/1/04 | None |
| Discuss comments and suggestions for changes or revisions. | Emily Berry Sheryl Bodmer Craig Rudolphy | 11/1/04 | None |
| Implement any changes, additions, or revisions as needed | Emily Berry | 11/30/04 | None |
| Review final draft. | Sheryl Bodmer Craig Rudolphy | 12/20/04 | None |
| Make any last minute changes and submit final document as completed. | Emily Berry | 12/31/04 | None |

Action Plan

Organization: Final Voucher

Owner: Gettings

Date: 08/23/2004

| Goal: #2 Increase the quality, timeliness and cost effectiveness of our products and services | | | |
|--|---------------------|-----------------------|------------------|
| Objective: [10] Develop a plan to eliminate backlogs of federal and nonfederal final vouchers by December 31, 2004. | | | |
| Strategy: Insure adequate staffing to handle the workload, develop tracking systems for outstanding and completed federal and non-federal final vouchers, monitor progress toward the goal of eliminating backlogs | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Hire one person to close out and final the non-federal projects. | W Gettings/S Bodmer | Completed | None |
| Develop and refine SQL or Access query to determine the number of outstanding projects ready for final vouchering (in C or F status) | W Gettings | Ongoing | None |
| Develop and refine logging system (Excel or Access) for projects ready to assign for final vouchering, ranked by age and dollars to be released – adapt to include non-federal projects | W Gettings | Ongoing | None |
| Develop and refine final voucher project log (Excel or Access) showing what final vouchers are being worked on by each auditor and what their status is – modify to include non-federal projects | W Gettings | Ongoing | None |
| Track, on a monthly basis, the number of final vouchers completed and amount of funding released back to FHWA, and the time it takes to complete each final voucher using existing Excel logs (performance measures) | W Gettings | Ongoing | None |
| Investigate issues that delay the auditing process and take measures to correct those things that can be corrected, both within FMS Cost Accounting and with ancillary departments | W Gettings | Ongoing | None |

Action Plan

Organization: FMS/Resource Admin

Owner: Pat Stone

Date: August 31, 2004

| Goal #2: Increase the quality, timeliness and cost effectiveness of our products and services. | | | |
|--|---------------------|-----------------------|------------------|
| Objective: [11] Work with ITG to complete the installation, training and use of the new Program Budget Analysis monitoring system by June 30, 2005. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Finalize funding categories. | Pat Stone | September 2004 | |
| Complete evaluation of data fields to include on PPS Data or PBM database. | Pat Stone | September 2004 | |
| Finish testing of system. | Pat Stone | September 2004 | |
| Train Program Budget Analysis staff on use of system. | Pat Stone | September 2004 | |
| User acceptance. | Pat Stone | September 2004 | |
| Develop reports. | Pat Stone | January 2005 | |
| Complete implementation of new system to generate monthly reports. | Pat Stone | February 2005 | |
| Complete converting data from spreadsheets to new system (final user acceptance). | Pat Stone | April 2005 | |
| Complete user manual and documentation of procedures. | Pat Stone | May 2005 | Possible. |

GOAL #3
**Develop and retain a competitively paid, high performing,
successful workforce**

Objectives:

[1] Work with HRDC to develop a comprehensive finance / business operations training program by June 30, 2005. ("Big 3")

Responsible Party: John McGee

Measure: Yes/No for development of program, then number of hours of training

[2] Develop cross-training program for FMS employees by June 30, 2005 and implement in FY 2006. ("Big 3")

Responsible Party: John McGee

Measure: Yes/No for development of program in 2005, then number of employees or hours of training

[3] Require every manager to visit each org within his/her area of responsibility at least quarterly, beginning 3rd qtr FY 2005. ("Big 3")

Responsible Party: John McGee

Measure: Percentage cumulative visits

[4] Ensure that 85% of FMS employees have completed mandatory training at any point in time.

Responsible Party: John McGee

Measure: Percentage of employees vs time

[5] Submit for review 10% of all FMS positions annually for salary adjustments / reclassification.

Responsible Parties: All Managers

Measure: Cumulative percentage

[6] Annually nominate FMS employees for a minimum of 40 hours of recognition leave.

Responsible Parties: All Managers

Measure: Cumulative number of hours

[7] By July 1, 2005, a minimum of 26% [existing + 5%] of FMS employees will be under an alternate work schedule [including telecommuting], while ensuring adequate staffing each workday.

Responsible Parties: All Managers

Measure: Percentage of employees

Action Plan For FMS

Organization: FMS

Owner: John McGee

Date: 10/8/04

| Goal: #3 Develop and retain a competitively paid, highly performing, successful workforce. | | | |
|--|---------------------|-----------------------|------------------|
| Objective: [1] Work with HRDC to develop a comprehensive finance/business operations training program by June 30, 2005. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Survey FMS employees on desired training. | McGee | March 31, 2005 | |
| 2. Work with HRDC to develop training. | McGee | Jun 30, 2005 | |

Action Plan For FMS

Organization: FMS

Owner: John McGee

Date: 10/8/04

| Goal: #3 Develop and retain a competitively paid, high performing, successful workforce. | | | |
|---|---------------------|-----------------------|------------------|
| Objective: [2] Develop cross-training program for FMS employees by June 30, 2005 and implement in FY 2006. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Meet with HRDC to develop concept parameters. | McGee | January 31, 2005 | |
| 2. Identify cross-training opportunities. | McGee | March 31, 2005 | |
| 3. Identify employees for cross training. | McGee | June 30, 2005 | |
| 4. Implement program. | McGee | Aug. 1, 2005 | |

Action Plan For FMS

Organization: FMS

Owner: John McGee

Date: 15 OCT 04

| Goal: #3 Develop and retain a competitively paid, high performing, successful workforce. | | | |
|---|---------------------|-----------------------|------------------|
| Objective: [3] Require each manager to visit each ORG within his/her area of responsibility at least quarterly, beginning 3 rd qtr FY 2005. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Send annual notification to all managers. | John McGee | January 1, 2005 | |

Action Plan For FMS

Organization: FMS

Owner: John McGee

Date: 15 OCT 04

| Goal: #3 Develop and retain a competitively paid, high performing, successful workforce. | | | |
|--|---------------------|-----------------------|------------------|
| Objective: [4] Ensure that 85% of FMS employees have completed mandatory training at any point in time. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Get training profiles from HRDC quarterly | Evamae Nye | Quarterly | |
| 2. Compute % and send to managers. | Evamae Nye | Quarterly | |
| 3. Forward profiles to each manager. | Evamae Nye | Quarterly | |
| | | | |

Action Plan For FMS

Organization: FMS
Owner: John McGee
Date: 15 OCT 04

| Goal: #3 Develop and retain a competitively paid, high performing, successful workforce. | | | |
|--|---------------------|-----------------------|------------------|
| Objective: [5] Submit for review 10% of all FMS positions annually for salary adjustments / reclassification. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Track all salary adjustment / classification submissions | Melissa Wynn | July 1 – March 31 | |
| 2. Report to CFO. | Melissa Wynn | March 31 | |
| 3. If goal not met, work with managers. | McGee/Wynn | April 1 – June 30 | |

Action Plan For FMS

Organization: FMS
Owner: John McGee
Date: 15 OCT 04

| Goal: : #3 Develop and retain a competitively paid, high performing, successful workforce. | | | |
|---|---------------------|-----------------------|------------------|
| Objective: [6] Annually nominate FMS employees for a minimum of 40 hours of recognition leave. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Send semi-annual reminder to all managers. | John McGee | | |
| 2. Track leave requests and report to CFO. | Melissa Wynn | | |

Action Plan For FMS

Organization: FMS

Owner: John McGee

Date: 15 OCT 04

| Goal: : #3 Develop and retain a competitively paid, high performing, successful workforce. | | | |
|--|---------------------|-----------------------|------------------|
| Objective: [7] By June 30, 2005, a minimum of 26% [current plus 5%] of FMS employees will be under an alternate work schedule [including telecommuting], while ensuring adequate staffing each workday. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Survey all FMS employees. | Evamae Nye | | |
| 2. Compile report for CFO. | Evamae Nye | | |

GOAL #4
Optimize the use of all resources

Objectives:

[1] Enhance state-wide cash flow forecasting model to achieve annual targeted Statewide cash balances for FY 2005 – 2009. (existing objective)

Responsible Party: John Fink

Measure: Plus/Minus 20 % of target balances

[2] Develop new MAG life-cycle cash flow model to achieve targeted MAG cash balances for FY 2005 – 2009 by January, 2005. (new)

Responsible Party: John Fink

Measure: Plus/Minus 20 % of target balances

[3] Update HURF and RARF forecasting models by September, 2005. (new)

Responsible Parties: John McGee

Measure: Yes/No

[4] Develop a new Board policy for allocation of HELP funds by March, 2005.

Responsible Party: John Fink

Measure: Yes/No

[5] Optimize earnings on cash balances by maintaining a 99.5% average invested balance. (existing)

Responsible Party: John Fink

Measure: Plot actual percentage vs target of 99.5%

[6] Meet the established annual HURF and RARF revenue forecasting targets (+2%, -1%). (existing)

Responsible Party: John McGee

Measure: Plot monthly actuals vs the +2%, -1% target range

[7] Increase accident investigations by 30% by June 30, 2006.

Responsible Party: George Wendt

Measure: Percent change 2005 vs 2006

[8] Take appropriate actions to ensure that ADOT's average cost of borrowed funds is minimized.

Responsible Party: John McGee & John Fink

Measure: Yes/No

Action Plan For FMS

Organization: FMS/Resource Admin

Owner: Thom Noss

Date: August 31, 2004

| Goal #4: Optimize the use of all resources. | | | |
|--|--|-----------------------|------------------|
| Objective: [1] Enhance statewide cash flow forecasting model to achieve annual targeted Statewide cash balances for FY 2005 – 2009 (plus/minus 20%). | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Research historical spend down rates on Statewide construction projects for comparison to rates currently in use for macro cashflow model. | Thom Noss | September 2004 | |
| Determine whether to adjust spend down rates based on research | Thom Noss, John Fink, John McGee | Sept./Oct. 2004 | |
| Attend National Center for Continuing Education “Modern Financial Modeling” Seminar in Phoenix to develop new insights to financial modeling and cashflow forecasting. | Thom Noss | October 2004 | |

Action Plan For FMS

Organization: FMS/Resource Admin

Owner: SHELDON STERLING

Date: August 31, 2004

| Goal #4: Optimize the use of all resources. | | | |
|--|--|-----------------------|------------------|
| Objective: [2] Develop new MAG life-cycle cash flow model to achieve targeted MAG cash balances for FY 2005 – 2009 by January 2005 (plus/minus 20%). | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Research historical annual and monthly spend down rates on MAG construction projects for comparison to rates currently in use for MAG life-cycle cashflow model. | Sheldon Sterling, Thom Noss | September 2004 | |
| Determine suitability of micro and/or macro approach to MAG life-cycle cash forecasting | Sheldon Sterling, Thom Noss | October 2004 | |
| Attend National Center for Continuing Education “Modern Financial Modeling” Seminar in Phoenix to develop new insights to financial modeling and cashflow forecasting. | Sheldon Sterling | October 2004 | |
| Develop appropriate changes in general ledger and MAG life-cycle cashflow model reporting due to incorporate new ½ cent sales tax. | Sheldon Sterling, Thom Noss, John Fink, John McGee | February 2005 | |

Action Plan For FMS

Organization: FMS

Owner: John McGee

Date: 10/04

| Goal: #4 Optimize the use of all resources | | | |
|---|---------------------|-----------------------|------------------|
| Objective: [3] Update HURF and RARF forecasting models by September, 2005. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Secure funding | John McGee | 9/30/04 | \$75,000 |
| Issue request for quotes | John McGee | 10/31/04 | |
| Rebview RFQ | John McGee | 12/15/04 | |
| Hire consultant | John McGee | 1/1/05 | |
| Consultant completes work. | John McGee | 5/31/05 | |

Action Plan For FMS

Organization: FMS
 Owner: John Fink
 Date: August 31, 2004

| Goal #4: Optimize the use of all resources. | | | |
|---|---------------------|-----------------------|------------------|
| Objective: [4] Develop a new Board policy for allocation of HELP funds by March, 2005. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Assess potential HELP demand by region | John Fink | December 2004 | |
| Evaluate HELP cash flow and potential to increase loan volume | John Fink | January 2005 | |
| Prepare draft policy | John Fink | January 2005 | |
| Review proposed policy with HELP Advisory Committee | John Fink | February 2005 | |
| Present recommended policy to Board for adoption | John Fink | March 2005 | |
| Communicate new policy to stakeholders | John Fink | Mar/Apr 2005 | |

Action Plan For FMS

Organization: FMS/Resource Admin

Owner: Thom Noss

Date: August 31, 2004

| Goal #4: Optimize the use of all resources. | | | |
|---|--|-----------------------|------------------|
| Objective: [5] Optimize earnings on cash balances by maintaining a 99.5% average invested balance. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Produce and monitor daily investment reports | Jeff Ambrose, Sheldon Sterling, Thom Noss | Daily | |

Action Plan

Goal #4, Objective [6] Meet the established annual HURF and RARF revenue forecasting target (+2%, -1%)

This is an existing Objective with existing reporting.

Action Plan For FMS

Organization: Risk Management

Owner: George Wendt

Date: 10/7/04

| Goal: 4 Optimize the use of all resources. | | | |
|--|---------------------|-----------------------|------------------|
| Objective: [7] Increase collision investigations by 30% by June 30, 2006. | | | |
| Strategy: Add one Collision Investigation position by June 30, 2005. | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| Identify funding | Wendt/McGee | 11/30/04 | \$100,000 |
| Create limited position | Wendt | 1/30/05 | |
| Fill the position | Wendt | 5/30/05 | |
| Purchase van and related equipment | Wendt | 5/30/05 | |
| Secure off-site office space | Wendt | 5/30/05 | |

Action Plan For FMS

Organization: FMS
 Owner: John Fink
 Date: August 31, 2004

| Goal #4: Optimize the use of all resources. | | | |
|--|---------------------|------------------------------------|------------------|
| Objective: [8] Take appropriate actions to ensure that ADOT's average cost of borrowed funds is minimized. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| File all materials required under continuing disclosure undertakings in a timely manner | John Fink | February 1 each year and as needed | |
| Evaluate potential to use new Central Post Office (CPO) for disclosure filings | John Fink | January 2005 | |
| In conjunction with ADOT's financial advisor, regularly evaluate opportunities to refund prior bond issues to take advantage of lower interest rates | John Fink | As needed | |
| Respond to all requests from rating agencies for information in a timely manner | John Fink | As needed | |

GOAL #5
Enlist the public and political support necessary to meet
Arizona's transportation needs

Objectives:

[1] Semi-annually, send a global email to all FMS personnel reminding all of the need to respond to inquiries on a timely basis, particularly inquiries from the Governor's Office, Legislature or Community Relations. (new) ("Big 3")

Responsible Party: John McGee

Measure: Yes/No, possibly report on actual response times

[2] Develop a plan to enlist public and political support for legislative changes necessary for providing adequate 5 Year Program funding by July, 2006. [include legislation for BFO and HURF cap.]

Responsible Party: John McGee

Measure: Yes/No

Action Plan

Goal #5 Enlist the public and political support necessary to meet Arizona's transportation needs.

Objective [1] Semi-annually, send a global email to all FMS personnel reminding all of the need to respond to inquiries on a timely basis, particularly inquiries from the Governor's Office, Legislature or Community Relations.

The Objective list the desired actions.

Action Plan For FMS

Organization: FMS
Owner: John McGee
Date: 11/04

| Goal: #5 Enlist the public and political support necessary to meet Arizona's transportation needs. | | | |
|--|---------------------|-----------------------|------------------|
| Objective: [2] Develop a plan to enlist public and political support for legislative changes necessary for providing adequate 5 Year Program funding by July, 2006. | | | |
| Strategy: | | | |
| Action Steps | Persons Responsible | Due Date or Time Line | Resources Needed |
| 1. Identify funding alternatives: | John McGee | 3/31/05 | |
| -BFO extension | | | |
| -HURF cap increase | | | |
| -Fuel tax indexing | | | |
| -etc. | | | |
| 2. Develop proposal to management | John McGee | 4/30/05 | |
| 3. Give final proposal to Legislative Services | John McGee | 5/31/05 | |
| 4. Include in Agency proposed legislative package. | John McGee | 6/30/05 | |
| 5. Draft Legislative language. | John McGee | 7/31/05 | |